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30 April 1960

MEMORANDUM FOR: Director of Training

SUBJECT: Area Training

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1. I am returning herewith, and rather late in the day, [REDACTED] paper which you were good enough to pass to me last month.

2. Unfortunately, I do not have at hand a copy of your original paper on area training which is [REDACTED] point of departure and to which we gave our general concurrence several months ago. Looking at [REDACTED] memorandum on its own, much of what he says seems applicable to training generally. As you know, I pretty well agree with the implications of his remarks in Paragraph 3 and we are trying, admittedly very slowly, to get at the facts which will make it possible for the Clandestine Service to define its present training needs much more clearly than they are now defined.

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3. So far as the points made in Paragraph 4 are concerned, I can see difficulties if we tried to put a system of this sort into effect on a rigid basis. The identification of required training for every employee would be either a mammoth job or a pat and perfunctory listing probably meaning very little. Personally, I am inclined much more to the "block" approach to training at certainly fairly well set periods where we would be getting at categories of employees - having, of course, always an availability to train individuals outside the "blocks" in special and technical fields as they might be required for particular assignments. As I believe you also know, I am strongly in favor of some kind of periodic planning by the divisions, preferably on an annual basis, of their training needs. I would like to see this in the form of a statement of numbers and names of people who will be available for "block" instruction at specific times, plus a pretty good estimate of special technical instruction that may additionally be required,

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NO CHANGE in Class. ☐

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for how many officers and roughly when.

4. I now have in hand [REDACTED] draft on a "mid-career course" and shall be sending some comments on this along shortly. I think his paper is in the right direction.

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5. Regarding other points in [REDACTED] memorandum under Paragraph 5 and 6, I would note only two points. The grade and authority of division training officers should probably, under ideal circumstances, be improved but I doubt that in practice they can be made more effective until we have a more clearly defined program and procedure and planning pattern accepted and signed off on by the DD/P. As for Paragraph 6.c., I would not favor the assignment of an OTR careerist for the proposed job. The proposed function should be part of the function of a full time DD/P Training Officer which is a concept I support, at least at this stage and such an officer should be a member of the Clandestine Service. /ayr

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[REDACTED]
DD/P Training Officer

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